Public Service Commission

2015-16 Annual Report

Ontario

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Message from the Chair of the Public Service Commission

The Ontario Public Service (OPS) is reliant on a skilled, diverse and engaged workforce to deliver on the government's priorities. OPS employees deliver policies, programs and services to Ontario's residents. To sustain excellence we must continue to be a modern public service and top employer.

The OPS HR Plan 2015-2020 includes priorities, strategies and measures to help us meet emerging and evolving challenges as an organization. The new plan focuses on building a positive and inclusive workplace culture, developing engaged and innovative leaders, and implementing effective and fair HR practices.

Significant efforts to engage and support a capable and diverse workforce included:

- Launching the disability support strategy;
- Launching Creating Respectful Workplaces and Bias Awareness training;
- Launching the OPS Anti-Racism Action Plan;
- Initiating the OPS Leadership Strategy; and,
- Conducting an enterprise-wide organizational learning needs assessment.

In addition, the OPS was recognized as one of Canada's Top 100 Employers, Greater Toronto's Top Employers, Canada's Top Employers for Young People, Canada's Best Diversity Employers, Canada's Greenest Employers, and Top Employers for Canadians Over 40.

We are proud of the progress made this past year. We will continue to advance our goals as a modern public service attracting and retaining the best employees to serve the residents of Ontario.

Greg Orencsak

Chair of the Public Service Commission

Human Resources in the OPS

The Public Service Commission (PSC) is the governance body that provides enterprise-wide direction for the effective management of human resources (HR) in Ontario's public service. More specifically, it is responsible for:

- issuing directives and policies for the effective management of human resources;
- ensuring that the employment of public servants is based on ethical and non-partisan practices; and,
- considering various employment actions, including appointments at the assistant deputy minister level and dismissals without cause.

The Treasury Board Secretariat (TBS) represents the "employer" on enterprise-wide human resource management initiatives. The Ministry leads the development of human resource policies and strategies to enable business outcomes within ministries. Key activities as the employer include:

- strategic HR planning and workforce analytics;
- corporate and agency governance;
- employee relations, compensation and collective bargaining;
- learning including leadership development;
- employee engagement;
- strategic enterprise policy and advice; and,
- public appointments.

The Ministry of Government and Consumer Services (MGCS) implements HR policies - developing and delivering HR programs and services to ensure that we attract, retain, and foster a supportive environment for our employees - enabling ministry business results. This is accomplished through human resources service delivery, service excellence and business transformation advisory services.

The OPS Diversity Office is also a close partner, and is responsible for promoting the transformation of the OPS into an inclusive organization that is both accessible and diverse at all levels.

More information on the OPS enterprise HR community, including roles and responsibilities of the various elements of the organization can be found on page 27.

OPS HR Plan 2015-2020

The five-year strategic human resources plan, "Building on our Strengths – Leading Change for the Future", was launched to all employees in November 2015. It provides a roadmap to continue to foster a high performing public service that attracts and retains the best employees.

Through trends research, consultations and the 2014 OPS Employee Survey results, three priorities were identified to shape our strategic direction over the next five years:

- fostering a positive and inclusive workplace culture
- developing engaged and innovative leaders
- implementing effective and fair HR practices

Progress on the OPS HR Plan objectives will be assessed through an outcome-based HR Performance Measurement Framework. The framework will outline a common approach to measurement and guide the development of performance metrics and indicators to assess effectiveness of the HR Plan as well as corresponding HR programs, policies, and initiatives.

OPS HR Plan 2015-20 At-a-Glance

Building on our Strengths – Leading Change for the Future
HR VISION: To foster a high-performing public service that attracts and retains the best employees
Positive and Inclusive Workplace Culture
Engaged and Innovative Leaders
• Safe and healthy workplace initiatives
• Inclusive workplace initiatives
• Employee engagement initiatives
• Competency development & succession planning
• Engagement of OPS leaders
• OPS Leadership Strategy
Positive and Inclusive Workplace Culture Index
Engaged and Innovative Leadership Index
Effective and Fair HR Practices
• Human Capital Plan for HR Professionals
• Simplified and integrated HR processes and systems
• HR policy effectiveness, measurement and collective bargaining
Effective and Fair HR Practices Index
OPS VALUES
Trust | Fairness | Diversity | Excellence | Creativity | Collaboration | Efficiency | Responsiveness

A. Positive and Inclusive Workplace Culture

In 2015-2016, the OPS designed and delivered programs and initiatives to foster a positive and inclusive workplace culture, and encourage employee wellness, diversity, and engagement.

Disability Support

A new disability and attendance case management model was launched on April 1, 2015 to enhance employment accommodation and return-to-work outcomes for employees with disabilities, injuries and illnesses. The new model provides clients with end-to-end specialist support to achieve early intervention and more effective employment accommodation outcomes. To support continuous improvement efforts and assess the effectiveness of the new model following the first year of implementation, consultation with key stakeholders is underway.

The "Healthy Workplace, Healthy Mind" initiative promotes mental health and aims to eliminate stigma associated with mental illness in OPS workplaces. As part of this initiative, Mental Health First Aid in-class and e-learning sessions were launched for all OPS employees. In addition, the Centre for Employee Health, Safety and Wellness delivered speaker events for employees and executives, as well as supported an OPS Mental Health Inter-ministerial Steering Committee. Further work to develop the OPS Mental Health Strategic Framework in collaboration with the Center for Addiction and Mental Health (CAMH) is anticipated in 2016-2017.

Health and Safety

The OPS completed the annual review of OPS health and safety policies. These policies include the:

- Occupational Health and Safety Policy
- Workplace Violence Prevention Policy
- Workplace Discrimination and Harassment Prevention Policy

These human resource policies apply to all public servants appointed under Part III of the *Public Service of Ontario Act,* 2006. Abbreviated versions of the policies are posted in all workplaces.

Workplace Discrimination and Harassment Prevention Policy and Program

In 2015, a comprehensive evaluation of the Workplace Discrimination and Harassment Prevention (WDHP) policy and program - undertaken every five years to ensure effectiveness - was completed. The evaluation included a review of case law; alignment with *Occupational Health and Safety Act* amendments; inter-jurisdictional and leading practice research; stakeholder and subject matter expert consultations; focus groups; and, an employee questionnaire.

The findings, with a focus on continuous improvement, will help inform potential policy or program changes in support of a workplace free from discrimination and harassment. Updates to the policy and program are forthcoming. The WDHP policy and program evaluation contributes to the OPS Sexual Harassment Prevention Action Plan and the OPS Anti-Racism Action Plan.

Sexual Harassment Prevention Action Plan

Launched in March 2015, the OPS Sexual Harassment Prevention Action Plan – aligned with the "It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment" provincial action plan - aims to raise awareness, enhance prevention and improve supports in the workplace. The OPS continues to enable a positive and inclusive workplace culture through the development of tools and communications, and the completion of the WDHP policy and program evaluation described above.

Highlights on the OPS Sexual Harassment Prevention Action Plan include:

- Launched the "Sexual Harassment: Seeking Assistance" bulletin to provide information;
- Developed a compliance checklist to assist managers dealing with complaints of sexual harassment;
- Updated WDHP training to include focus on sexual harassment; and,
- Created and shared OPS communications (e.g., Spotlight on MyOPS during sexual harassment awareness week, Topical article to raise awareness of sexual harassment).

Diversity, Accessibility and Inclusion

The OPS is committed to building an inclusive organization that is diverse and accessible; one that delivers excellent public service and enables all employees to fully participate. The OPS recognizes that qualified public servants with diverse talents and backgrounds are essential for providing quality service to the people of Ontario.

Anti-Racism Action Plan

In 2015-2016, the Secretary of the Cabinet launched the OPS Anti-Racism Action Plan. The Action Plan highlights the OPS' commitment to anti-racism, and provides staff with an opportunity to increase their awareness and understanding of racism and its impacts. It is

based on best-practice research, OPS employee survey results and key stakeholder consultations. The objectives of the Action Plan include:

- Focusing on preventing race-based discrimination and harassment; creating an environment where employees feel safe to identify incidents of harassment and discrimination, and management effectively responds to complaints.
- Developing and implementing effective strategies to further diversify the OPS at all levels, including senior management.
- Providing communications and training to increase awareness and understanding of racism and its impacts, and to clarify expectations for all OPS employees to help create an even more respectful and inclusive workplace.

As an important element of the OPS Anti-Racism Action Plan, a new OPS Recruitment Inclusion Lens, for non-executive recruitment, will be launched in July 2016. The lens will help managers and recruitment consultants ensure recruitment processes are more inclusive by making it easier to identify, mitigate or eliminate potential barriers at each stage of the recruitment process. The Recruitment Inclusion Lens will be available online and supporting tools will include a printable summary placemat, a worksheet and checklist.

OPS Inclusion Strategic Plan

The OPS Inclusion Strategic Plan 2013-2016, Inclusion Now! continued to advance inclusion commitments in the day-to-day business of the organization. Key priorities of the Plan and achievements of the OPS Diversity Office include:

1. Investing in the capacity of our managers to become inclusive leaders
    - > Updated and launched the OPS Inclusion Continuum Pilot for OPS managers and directors to further build inclusive leadership skills and create more inclusive workplaces.
    - > Developed and launched Creating Respectful Workplaces training. The training aims to promote and prevent harassment and discrimination by providing managers and directors practical tools and strategies to create a healthy workplace.
    - > Delivered Bias Awareness training to senior leaders across the OPS with the goal of better understanding personal bias and increasing the ability to identify and mitigate its impact on decision-making.
2. Promoting an inclusive workplace culture for all
    - > Supported eight employee networks to facilitate the creation of safe spaces for employees to connect with colleagues who share similar interests, backgrounds and/or experiences.

3. Making inclusion a fundamental part of all business and demonstrating leadership in accessibility
    - Coordinated and released the Multi-Year Accessibility Plan 2014 Annual Status Report (posted on Ontario.ca in November 2015).
    - Working with multiple ministries to remedy barriers and better promote accessibility; completed a review of 51 high impact statutes for people with disabilities and introduced amendments to 11 statutes across seven ministries.
    - Continued to deliver the Diversity Mentoring Partnership Program, moving the program to the managerial level for all ministries, to foster reciprocal learning between OPS executives and staff on diversity and inclusion issues.
    - Hosted "Inclusion and the Unconscious Mind: Outsmarting our Brains" event for over 600 OPS employees to learn about the impact of the unconscious mind and how it shapes interactions and influences decisions in the workplace.
4. Using evidence to inform action, measure impact and report progress
    - Collaborated with enterprise partners on the OPS Anti-Racism Action Plan to improve and increase data collection and focus efforts on evidence-based priorities to make the OPS a more diverse and inclusive organization.

Employee Engagement

Employee Experience

In 2015-2016, the OPS continued to develop structured and systematic strategies to enhance employee engagement. Based on external and internal research, the Centre for Leadership and Learning (CFLL) broadened its approach beyond employee engagement measurement to include systemic aspects of workplace culture with a focus on the role of the manager. This expanded model is known as the Employee Experience, and will be used in the OPS to understand, design and enable optimal employee experiences. The Employee Experience concepts will be reflected in the next OPS Employee Survey.

Flexible Work Strategy

Flexible work arrangements have been part of the OPS environment for many years, and continue to be encouraged where operationally feasible. Flexible work supports an inclusive workplace and addresses the diverse needs of a multi-generational workforce. The Flexible Work Community of Practice provides an opportunity for ministry and enterprise representatives to meet on a periodic basis to exchange information about flexible work initiatives, best practices and lessons learned.

Ministry Achievements

Individual ministries have implemented programs and initiatives aimed at ensuring they continue to foster a positive and inclusive work environment. Examples of ministry-level progress can be found across the OPS, ranging from inclusion-related educational sessions and training, to accessibility and diversity initiatives.

The **Treasury Board Secretariat** (TBS) People Strategy was launched in September 3, 2015. The initiative focuses on three priority themes including, engaging TBS talent, attracting and retaining a capable and diverse workforce, and leadership development and capacity. The Strategy is a two-year plan which includes 23 actions that are closely aligned to the OPS HR Plan's commitments by focusing on ways to continuously improve how TBS engages, develops, attracts and retains employees. Key accomplishments include:

- Implementation of a year-long Deputy Minister engagement tour to improve organizational communication;
- Launch of the TBS Applause Awards program to recognize employees;
- Establishment of a Hiring Practices Working Group to address employee feedback on recruitment; and,
- Creation of a new executive announcements process to improve transparency in regards to staffing.

The strategy is maintained through a cross-divisional, management-level TBS People Strategy Committee. The committee meets monthly to provide advice to the Enterprise Services Strategic Business Unit on the implementation of actions, which will expand and evolve over time as TBS refines, monitors and measures the impact of the strategy through OPS Employee Survey results and other metrics (forthcoming).

The Premier's Office, **Cabinet Office** (POCO) Healthy Mind Team was established to support the OPS "Healthy Workplace, Healthy Mind" initiative. The POCO team is dedicated to increasing awareness of mental health and contributing to a supportive workplace culture.

Through this team, the Cabinet Office achieved:

- four lunch and learn events for employees;
- regular "Mental Health Minutes" emails to staff with facts and tips about mental health;
- Walking Club designed to raise awareness about work-life balance; and,
- dedicated web page housing information on upcoming events and resource materials.

In addition, the Cabinet Office Inclusion Ambassador Team established the Inclusion Speakers' Bureau. This team of speakers and subject matter experts deliver ad hoc informal

training and information sessions – generally 10-15 participants – on a variety of inclusion-themed topics. The first of three sessions, "Challenges of Transitioning at Home and in the Workplace" was held in October 2015. It highlighted some of the issues faced by individuals who are in the process of transitioning from the perspective of a transgender OPS employee. The Inclusion Speakers' Bureau will continue to deliver inclusion-related sessions in the upcoming year.

The **Ministry of Environment and Climate Change** (MOECC) demonstrated the importance of bias awareness by mandating training for all senior-level managers in their ministry.

Session attendees included 41 Directors, Assistant Deputy Ministers and MOECC's Deputy Minister. The session aimed to increase awareness of the concept of bias and its impact in the workplace through:

- identifying ways the brain influences unconscious decisions;
- preventing and redressing micro-inequities in the workplace;
- recognizing and addressing individual and systemic biases that impact a diverse workplace; and,
- identifying strategies and new habits for mitigating and managing bias in the workplace.

The **Ministry of Natural Resources and Forestry** (MNRF) continues to develop the skills and competencies of ministry staff by building awareness and capacity at all levels of the organization through their Digital Accessibility Initiative. The initiative's goal is to increase understanding of accessibility legislation, and to develop tools, resources and training.

The initiative was launched in April 2015 with an ongoing yearly plan to continue to build awareness, developing a wide range of resources for staff use, and conducting surveys to measure success and identify opportunities for improvement.

In addition to inclusion initiatives, the MNRF further reinforces a positive workplace through their Appreciation in Motion (AIM) Employee Recognition Program. The program is based on two key elements - everyday appreciation and AIM awards to support inclusion and employee engagement. Employees are nominated by their peers and managers for categories such as inclusion, collaboration, innovation, inspiration, leadership, and health and wellness. Nominations are screened through established criteria and, if met, the award is won. The program was deemed successful in the first year as 183 nominations were submitted through which 733 employees won an award.

Ministries continue to participate in the OPS' annual Diversity Mentoring Partnership Program (DMPP) to raise awareness about workplace experiences related to inclusion, diversity and accessibility. In 2015-2016, multiple ministries participated in the program including the Cabinet Office, Ministry of Education (EDU), Ministry of Training, Colleges and Universities (TCU), Ministry of Health and Long-Term Care (MOHLTC), Ministry of Tourism, Culture and Sport (MTCS), and Ministry of Citizenship, Immigration and International Trade (MCIIT). This year, ministries such as the MTCS, encouraged wider participation in the program which led to an increase of ministry participants from 38 in 2014 to 48 in 2015. In addition, the MOHLTC enhanced their ministry program process by applying a successful (83% response rate) voluntary survey, which resulted in better matching and a more highly valued experience for participant partners.

B. Engaged and Innovative Leaders

The OPS continued to focus on strengthening capacity to engage leaders and build skills needed to guide the OPS into the future through innovative engagement initiatives, competency development, and strategic human capital and succession planning.

OPS Leadership Strategy

The first OPS Leadership Strategy is being developed to define and align OPS-wide efforts on talent acquisition, talent sustainability and leadership practices. It will cover the period of 2017-2022 and is expected to launch in March 2017. The strategy will help the organization meet changing business requirements, evolve the role of leaders and address the leadership demographic shifts occurring across the OPS. It will position the OPS to have the right leaders in place and the right organizational supports for the longer term. The strategy components will include:

- Workforce Analysis – an up-to-date assessment of leadership talent requirements;
- Leadership Capabilities – a clear picture of the competencies, attributes and character that leaders in the OPS should have in order to respond to the complex environment within which we deliver products and services to citizens; and
- Leadership Culture – strategies to ensure alignment and integration of the leadership competencies and attributes into our organizational systems (such as recruitment, leadership development, succession planning, performance management) to support and evolve the leadership culture we need to achieve organizational success.

OPS Talent Management Strategy Update

One of the key objectives of the 2014-2016 OPS Talent Management Strategy is to increase organizational capacity to implement people strategies that achieve business results. Training

in human capital planning was delivered to CAOs and Strategic Business Unit (SBU) Directors in 2015 to provide a framework for developing people plans that support and align to the current and future business needs and priorities of their ministries.

Leadership Development

In 2015-2016, the OPS demonstrated its commitment to the development of its leaders through multiple leadership development programs. New initiatives and leadership development program enhancements include:

- Advancing Into Management (AIM) and Leadership Development Program (LDP): expansion of cohorts from a maximum of sixty (60) participants to a maximum of one hundred and fifty (150) participants, to provide greater access to targeted leadership development opportunities for employees identified as potential successors to manager and director-level roles.
    - The target audience for AIM is non-management employees (all staff-levels including bargaining agent represented employees) who have been identified in the Talent Management system as successors to a management role.
    - The target audience for the LDP is managers who have direct reports and who have been identified in the Talent Management system as successors to a director-level role.
- Senior Leadership Potential Assessment (SLPA): launched in 2015-2016, the SLPA process involves a series of psychometric assessments that measure leadership competencies, emotional intelligence, critical thinking and learning agility. The SLPA was piloted to support the identification of 2015-2016 LDP participants, and the development of programs and tools that will support the specific learning needs of the group.
- Leadership 1.0: Orientation to Management: a mandatory leadership development program for all new OPS managers. This two-day in-class program uses a practical, interactive approach to support new managers as they build capacity in a formal leadership role. The focus of the course is to provide best practices in people management and building self-awareness.
    - The target audience for Leadership 1.0 are first time managers who have direct reports.

  Leadership 2.0: Know Self, Lead Others: a three-day program that blends group simulation exercises, assessments and executive coaching to further build and refine the skills, competencies and behaviours required of OPS managers.

- The target audience is experienced managers with more than 24 months in a management role.

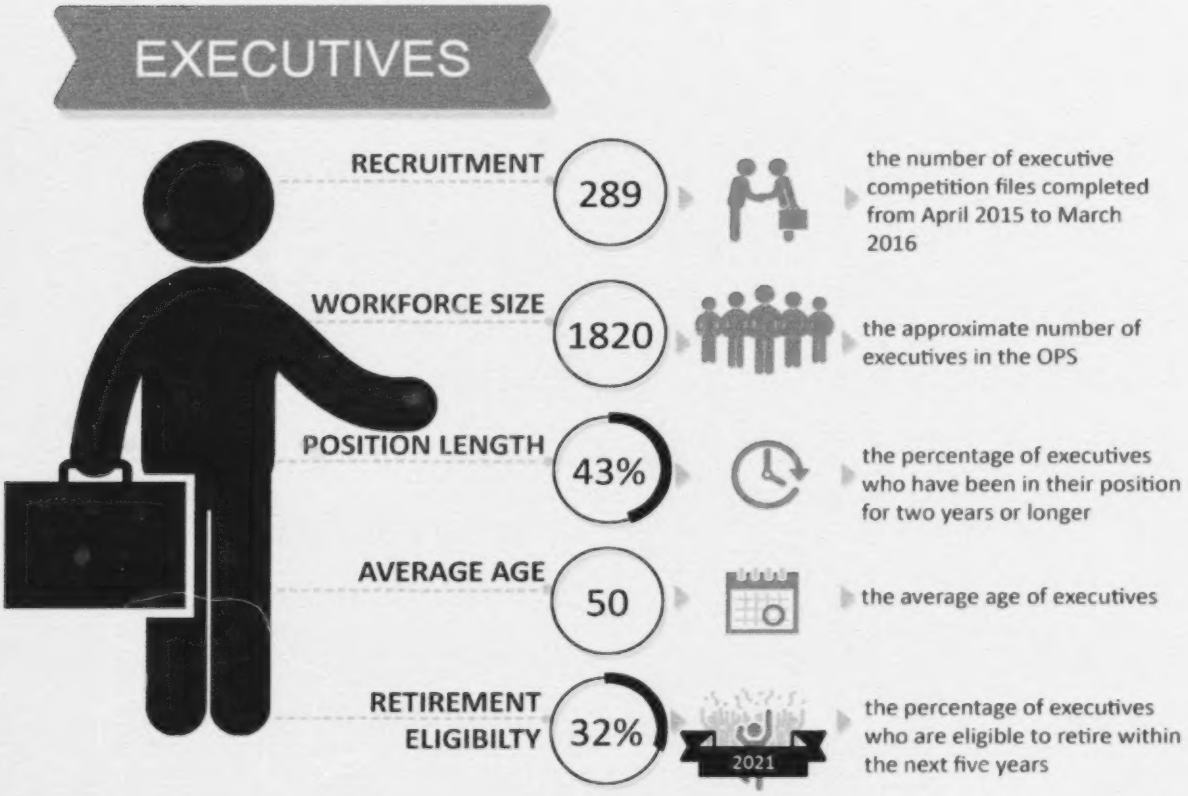
The current leadership development curriculum will be reviewed and revised in line with the recently completed results of the enterprise learning needs assessment and emerging leadership competency requirements.

Executive Cadre Profile in the OPS

Supporting the organization's goal of sourcing, attracting and hiring top leadership talent remains a priority for the Executive Programs and Services Branch. Though the OPS has made progress and achieved results on its journey to becoming a more diverse, inclusive and accessible organization, the executive recruitment diversity and inclusion strategy continued to be a key focus. Its goal is to diversify the senior leadership cadre, to establish an executive group that best reflects Ontario's population and is able to deliver policies, programs and services relevant and responsive to all its citizens.

To better understand the make-up of the current OPS executive and senior management group, the OPS undertook a Leadership Profile Data Collection survey. Through this survey, the OPS collected data on the demographic profile of senior leaders to gather a snapshot of the diversity of the existing group. This snapshot will guide future executive recruitment activities in support of further diversification including fulfilling the data collection initiatives outlined in the OPS Anti-Racism Action Plan.

Executives: A Snapshot - As of March 31, 2016


EXECUTIVES
RECRUITMENT
289
the number of executive competition files completed from April 2015 to March 2016
WORKFORCE SIZE
1820
the approximate number of executives in the OPS
POSITION LENGTH
43%
the percentage of executives who have been in their position for two years or longer
AVERAGE AGE
50
the average age of executives
RETIREMENT ELIGIBILTY
32%
2021
the percentage of executives who are eligible to retire within the next five years

Succession Management

Given the demographic changes that the OPS is facing, succession management continues to be a focus for the organization. Deputy Ministers recognized its importance during their 2015-2016 retreat on talent management. Corporately, leaders are being provided with tools and information to help them build succession plans that will ensure the organization develops and retains talent for key roles. Leaders now have access to information about employees who are interested in positions similar to the ones that report to them which enables managers to identify and connect with potential successors.

The STEP (Succeeding Talent in Executive Positions) Pilot Program is an enterprise-wide initiative that seeks to accelerate the development of individuals with executive leadership potential in order to fill priority positions. The program is being piloted for the Chief Administrative Officer (CAO) role, considered among the most critical of Assistant Deputy

Minister positions in the OPS. Program participants were chosen from across the OPS through a rigorous nomination and selection process.

An evaluation of the pilot program is expected in 2016 to determine its effectiveness and possible expansion to other priority OPS executive positions.

Learning & Development

A modern organization can adapt to the changes and developments within its own culture and environment. In order to build a modern Ontario Public Service (OPS), it is important that we identify the critical knowledge and skills for success - for today and for the future. With this in mind, CFLL conducted an enterprise-wide, organizational learning needs assessment to identify the OPS' learning needs and priorities. The assessment identified drivers for change, business priorities and learning needs that have been used to inform the development of OPS-wide learning and leadership development strategies. At the same time, the CFLL continues to provide quality learning experiences to all OPS employees through the delivery of webinars, videos, e-learning and in-person training.

Additionally, in an effort to support the transformation agenda across the OPS, the Transformation Consulting Services Branch developed a leadership forum series for transformational leaders to strengthen information sharing, build expertise, and enhance collaboration across ministries. In 2015-2016, three forums were held, with over 150 attendees from ministries across the entire OPS.

Internships

Attracting a talented and diverse workforce is critical to ensuring high-quality employee experience, identifying operational priorities as well as developing and delivering corresponding programs and services. CFLL undertook a comprehensive program evaluation of the Ontario Internship Program and the Program for Internationally-Trained Interns using the Program Review, Renewal and Transformation methodology. The evaluation included external research, consultations and surveys and culminated in a series of recommendations that will be considered in the context of public service renewal.

Ministry Achievements

This past year, OPS ministries invested in initiatives that are designed to support their leaders. Focussing on human capital planning and engagement helps to ensure ministries develop a diverse and innovative leadership team.

The **Ministry of Citizenship, Immigration and International Trade** (MCIIT) planned and implemented phase one of the MCIIT Leader/Manager Development Strategy and Action Plan. The four-phased strategy involves partnering with corporate groups and implementation of

management forums to address priority learning needs, including the delivery of customized events to address key gaps (e.g., Strategic Leadership in the Public Sector; finance topics), support experiential learning events, and meet just-in-time learning needs through existing resources. Participation in events has been high, with positive satisfaction rates. Partnership opportunities with other ministries for management engagement and opportunities to improve the strategy will be explored in the upcoming phases of implementation.

The **Ministry of Natural Resources and Forestry** Succession Planning and Management (SP&M) Strategy was launched in March 2016. The goal of the SP&M is to develop individuals to meet future business needs and ensure continuous improvement and learning. It focuses on skills and competency development, engaging and supporting managers, as well as succession management and knowledge transfer. The strategy involves highlighting potential vacancies for planning, identifying successors, and selecting key competencies necessary for leadership development. In April 2016, the ministry facilitated a talent and succession management discussion with the ministry's Deputy Minister and all ADMs to profile senior management talent. This session included discussions about "at risk" positions and planned succession strategies for SMG2/ITX2 positions. Looking forward, the ministry will be identifying and developing potential successors for all SMG2/ITX2 positions.

C. Effective and Fair HR Practices

In 2015-2016, the OPS continued its focus on revitalizing HR practices to ensure expert HR management and effective service quality by investing in HR capacity, as well as integrating and simplifying HR processes.

Ethical Conduct

The promotion of the ethical framework for public servants in Ontario remained a priority in 2015-2016.

The ethical framework in the *Public Service Act of Ontario*, 2006 (PSOA) includes rules and restrictions governing oaths of office and allegiance, conflict of interest, political activity and the disclosure of wrongdoing (whistleblowing). The framework supports a high standard of ethical conduct in the OPS by providing guidance and direction to public servants through regulations, corporate directives, and guidelines.

Building on the momentum from previous years, efforts to help public servants better understand and meet their ethical obligations under PSOA continue. Highlights from 2015-2016 include:

- Disclosure of Wrongdoing: Disclosure of Wrongdoing Directives were reviewed and updated to address recommendations from the 2013 statutory review of Ontario's disclosure of wrongdoing framework, and to ensure clear and consistent policy language. Updates were made to fact sheets, new reporting tools were delivered to ethics executives, and communications materials were developed to ensure that employees and appointees are aware of the process and protections.
- Conflict of interest financial declarations: continuing the process that was developed in 2014 to implement the conflict of interest financial declaration requirements, ministry employees who work on matters that might involve the private sector were identified. They were informed of their duty to disclose specified personal financial holdings to the Conflict of Interest Commissioner (COIC) and to follow any subsequent direction from the COIC. A pilot process for employees and appointees working in public bodies was developed in 2015-2016 and will be implemented in 2016-2017.
- Communications and education: continuing efforts focused on ensuring that public servants are aware of the ethical rules that apply to them. Strategic communications included quarterly information items delivered through OPS Weekly, reminders of political activity rules in advance of elections, and new or updated fact sheets. The "Ethics 101" e-course, available to all OPS employees, was also promoted.

Employee Performance Policy

Effective ongoing feedback and dialogue with employees is one of the key levers by which organizations can increase employee engagement and strengthen individual performance, which in turn leads to better customer service and increased client satisfaction for the people of Ontario.

As part of the commitment to streamline and modernize HR policies, the Performance Management Policy and the Senior Management Group Performance Management Operating Policy were consolidated to create an updated Employee Performance Policy. The updated policy became effective April 1, 2016, and applies to all employees. It addresses the requirement for every employee to have a documented performance plan and assessment, as well as reinforces the shared accountabilities of employees and managers in planning and achieving individual and organizational results. The policy also highlights the importance of taking into account learning needs and employment accommodation provisions for employees with disabilities.

HR Human Capital Plan for HR Professionals

With the goal to attract, develop and retain skilled, diverse and engaged HR leaders and professionals who will help OPS leaders achieve public service renewal and excellence, work on a Human Capital Plan for HR professionals is underway. The plan will drive effective HR practice through strategic human capital initiatives in learning, talent and succession management and engagement.

This past year, an extensive current-state analysis of HR talent was completed and presented to Executive Development Committee (EDC). EDC endorsed the recommendation to develop a multi-year strategic human capital plan. Results of the current-state analysis and further consultation with senior leaders and HR practitioners will solidify the plan's strategic priorities. The Plan is expected to launch by the end of 2016.

Modernized Job Evaluation System

The OPS' job evaluation system for managers and non-bargaining specialists recognizes the current content of manager positions, and provides flexibility for job and organization design - ensuring management roles are described in current terms. Job evaluation accomplishments for 2015-2016 include:

- developed and tested the job evaluation plan; and
- began preparation for the next phases of job information gathering and evaluation of jobs (e.g. drafting job descriptions, communications planning and materials).

Client Service Delivery Model Improvement Project

Introducing feedback mechanisms to continuously assess service quality and strengthen business intelligence relative to emerging organizational needs continues to be a priority.

In an effort to simplify and integrate HR processes and systems, the Client Service Delivery Model Improvement Project was launched to support the Ontario Shared Services (OSS) Clients First initiative by giving clients and partners opportunities to provide feedback on payroll and benefits services. Using Lean Six Sigma methodology, the project team conducted an assessment of client-centric improvement opportunities for the Pay and Benefits Service Delivery incident management process. In conjunction with the staff-led analysis, a survey was sent to a random sample of 5000 OPS employees to provide feedback on their client service experience. To address client feedback, an action plan is being developed – in collaboration with partners - by June 2016.

WEAR Form Transformation Initiative

The Pay and Benefits Service Delivery Division (PBSD) began the OSS WIN Employee Action Request (WEAR) Form Transformation Initiative. The goal of the initiative is to move from paper-based to electronic transactions, and to seek opportunities to combine both HR and non-HR transactions into one system.

The first phase of the multi-phased project was implemented in February 2015 which involved streamlining information requirements for the current WEAR Form. Phase two involves joint efforts between PBSD and Enterprise Business Solutions Division to develop a WEAR Form Wizard. This tool – to be launched in June 2016 – has been designed to enhance and assist the completion of the current WEAR Form by guiding the user through prompts for each transaction.

A longer-term strategy to create an integrated and automated solution for service requests related to employee on-boarding and off-boarding is forthcoming.

Labour Relations

Over the past year, the OPS successfully negotiated central and sectoral collective agreements with OPSEU, which represents the largest portion of Ontario Public Service employees. These agreements concluded a lengthy period of negotiations and resulted in a three-year agreement with modest wage increases offset through changes to employee benefits and entitlements. Additionally, an agreement was reached with members of the Correctional bargaining unit that would introduce a separate, standalone collective agreement and interest arbitration, rather than the right to strike, commencing with the next round of collective bargaining.

In advance of the expiration of the collective agreements and throughout these negotiations, the Employee Relations Division (ERD) led the enterprise-wide Labour Dispute Contingency Planning (LDCP) agenda. This included coordinating all 24 ministry LDCP submissions to ensure that time-critical government services continued in the event of a work stoppage.

The ERD also successfully negotiated Essential Services Agreements for both the AMAPCEO and OPSEU bargaining units.

Collective bargaining negotiations continued with the Ontario Provincial Police Association. It is expected that these negotiations will result in an agreement that continues to be fair and reasonable to employees and the public, and remains consistent with the government's fiscal plan.

In addition to collective bargaining, the ERD represents the government of Ontario before four judicial remuneration commissions: Provincial Judges, Justices of the Peace, Deputy Judges and Case Management Masters. During the past year, ERD prepared responses and

implemented recommendations related to those various commissions. During the upcoming months, the response to the 1st Case Management Masters Remuneration Commission will be finalized and the establishment of subsequent commissions for Provincial Judges, Justices of the Peace and Deputy Judges will occur.

In 2015-2016, over 2200 grievances were managed, the majority of which were resolved before reaching full arbitration, with 39% of grievances resolved before being scheduled for the mediation/arbitration stage. This has continued to support our shift toward a more efficient organization - saving both time and resources otherwise expended in arbitration. The third annual grievance report was shared with ministries which enabled the strategic analysis of grievance activity and labour relations issues throughout the OPS.

ERD also spearheaded the resolution of some significant outstanding policy and legacy issues which avoided protracted litigation and potential retroactive payments.

Total Compensation

Compensation

Compensation strategies and policies for 2015-2016 continued to support a fair and fiscally responsible approach to compensation for managers and non-bargaining employees, while recognizing the need to attract and retain talented leaders and individuals.

Managers and non-bargaining employees play a critical role in delivering key government services and priorities. Salary ranges for managers and non-bargaining employees have been frozen since 2009, and there was a freeze on their earnings at 2011-2012 levels. This freeze in compensation resulted in some managers being paid less than their employees, and some managers moving to bargaining agent represented positions to increase their earnings.

With approximately 20% of management eligible to retire in the next three years, the OPS is at risk of not having talent to lead the organization into the future. In order to begin to address these attraction and retention issues, interim changes – consistent with the fiscal plan – were put in place for 2015-2016 to ensure managers and non-bargaining employees do not fall further behind their bargaining counterparts.

In addition, the Advisory Panel on Management and Non-Bargaining Staff Recruitment and Retention, led by Don Drummond, was established to provide the strategic advice needed to ensure the OPS remains a modern, sustainable and inclusive organization that is able to continue delivering high-quality public services. The Panel was asked to consider a fair and sustainable compensation structure for the OPS that will inform a long-term strategy to address retention, recruitment and succession planning.

Benefits

Finding a balance between cost management, plan sustainability, and providing a competitive, benefits plan that is relevant to employees' needs continues to be a key focus. Accomplishments during 2015-2016 included the implementation of the second phase of changes to non-bargaining employees' benefits, including amendments to sick leave and long-term benefits, as well as the introduction of new paramedical provider coverage terms.

Pensions

The Ontario Pension Board is the administrator and fund manager of the Public Service Pension Plan (PSPP). The OPSEU Pension Trust is the administrator and fund manager of the OPSEU Pension Plan. The OPSEU Pension Plan is fully funded and the PSPP is 98% funded.

To realize economies of scale, Ontario announced its interest in pooling the assets of public sector and broader public sector pension plans. At this time it is expected that asset pooling, through the Investment Management Corporation of Ontario (IMCO), will be implemented in 2017. This new entity would initially administer the pooled assets of the Public Service Pension Plan, the Workplace Safety and Insurance Board Pension Plan and the Workplace Safety and Insurance Board insurance fund.

Ministry Achievements

Looking beyond corporate level achievements, ministries have undertaken initiatives to ensure effective and fair HR practices within their ministries.

To support the pilot launch in Spring 2016, the **Ministry of Transportation** (MTO) has been working to simplify processes for managers to engage support on workplace issues through the Issues Resolution Framework. The framework identifies common workplace issues and proposed solutions to inform managers about resolving problems such as interpersonal conflicts, poor performance, and inappropriate behaviour. By supplementing current OPS processes and tools, the framework will improve awareness and access to resources for MTO managers who are unsure of how to address issues in the workplace.

The **Ministry of Agriculture, Food and Rural Affairs** launched a ministry campaign on "Doing the Right Thing" in the Fall of 2015. It includes a series of interactive awareness sessions for all staff in the organization, including leaders and employees, which focus on the current environment of public scrutiny and potential risks of unethical behaviour or activities that are in conflict with OPS accountabilities.

The session aims to help employees develop an internal sense of the impact of their own behaviour and how they can ensure that they are fair and just as an employee representative

of the Crown. It includes ministry-specific case studies - tailored to each audience - to encourage open dialogue and transform opinions about conflicts of interest and workplace ethics. It creates a common understanding of what constitutes a conflict or wrongdoing, how to make personal judgements about conflict, and how to be diligent in informing the right people. Since its launch in October 2015, approximately 200 ministry staff attended these sessions with an anticipated 500 more staff to be trained in the upcoming year.

D. Performance Measurement

Performance measurement can be described as the process of collecting, analyzing, and reporting quantitative and/or qualitative information regarding the performance of a particular program, policy, or initiative. It helps individuals and organizations to measure progress towards the achievement of a particular objective.

A key success factor identified for the OPS HR Plan 2015-2020 is the establishment of clear accountabilities supported by meaningful measurement and reporting against HR Plan outcomes.

In order to measure progress on implementing the HR Plan 2015-2020, the development of a quantitative Performance Measurement Framework (the Framework) is at an advanced stage. The Framework will include performance measures for the planned and ongoing initiatives supporting the three strategic priority areas set out in the OPS HR Plan: fostering a positive and inclusive workplace culture, developing engaged and innovative leaders, and implementing effective and fair HR practices.

Logic models have been developed for each ongoing and planned initiative. Once finalized early in the 2016-2017 fiscal year, these logic models will include timelines, benchmarks and targets for achieving key HR Plan outcomes in the immediate, intermediate, and end-state planning horizons.

Following confirmation of the logic models, HR Policy and Planning Branch will develop a performance index for each of the three priority initiatives. The indices will be comprised of individual performance measures/indicators and will be used to assess progress toward achieving the priorities across the OPS.

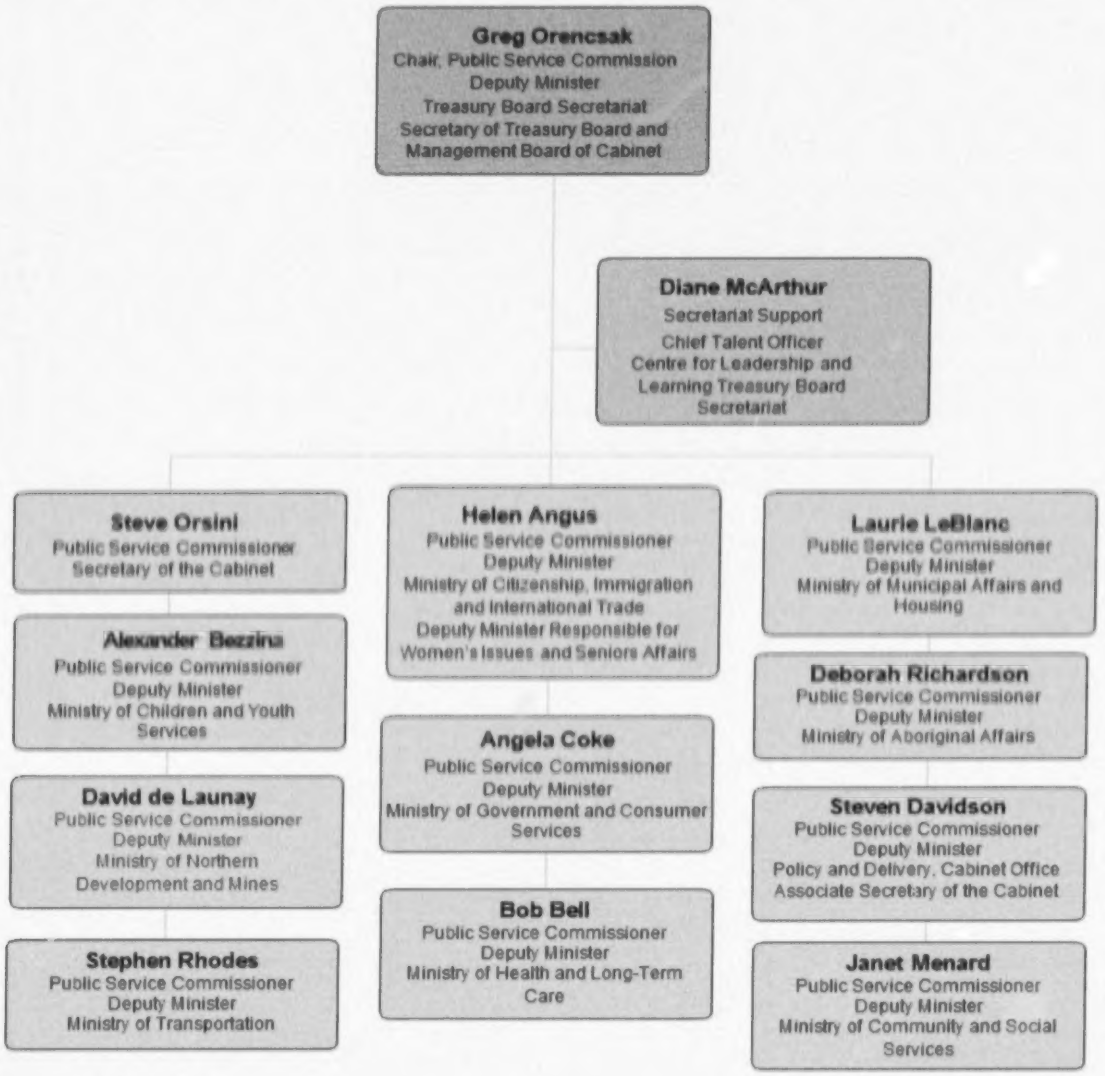
Looking Forward

This past year, a great deal was accomplished in the management of human resources in the OPS. These accomplishments will allow the OPS to continue to meet challenges and deliver on government priorities, while continuing to be recognized as a top employer.

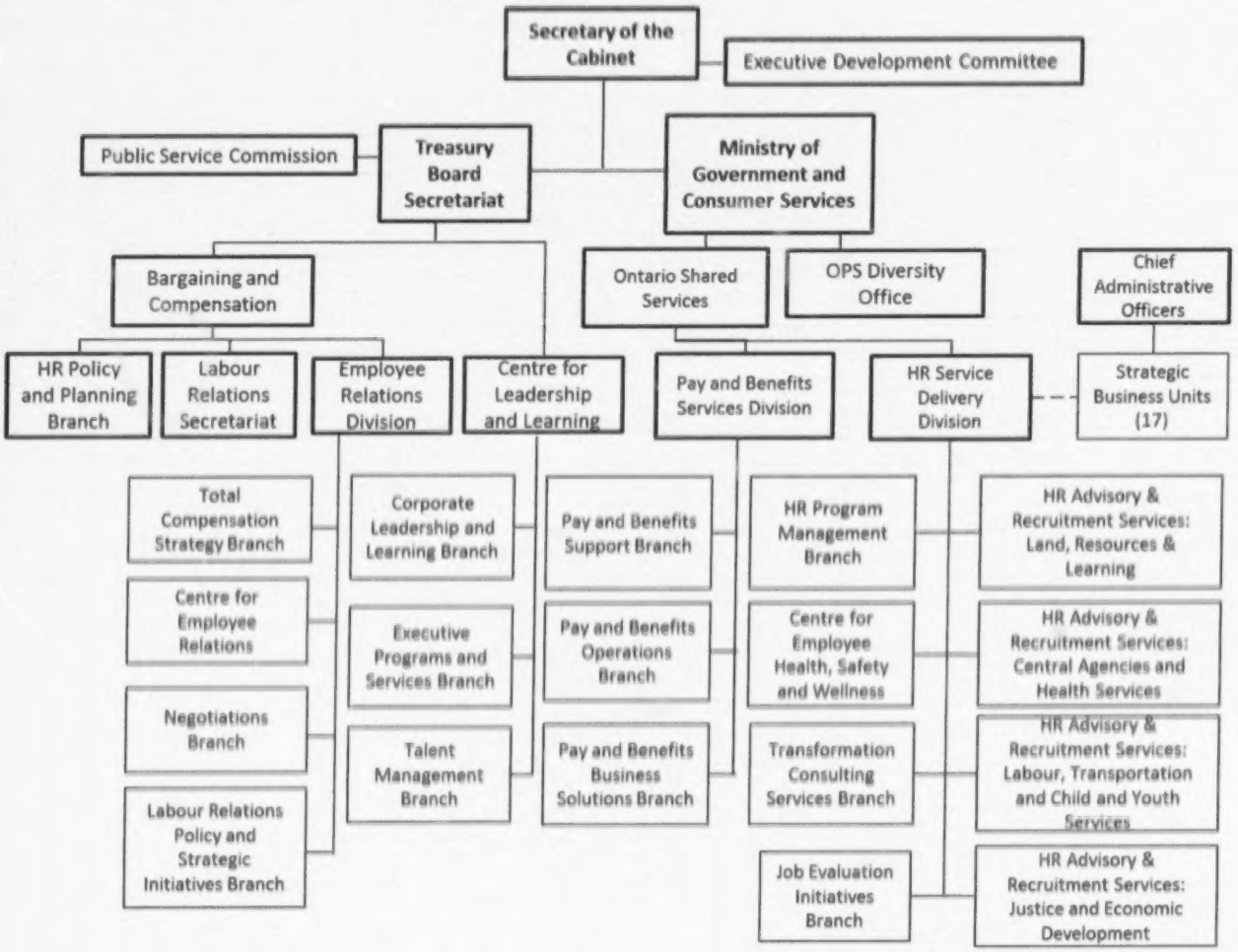
The development of the OPS HR Plan 2015-2020 recognizes the valuable role each of us plays in shaping our organization through a shared focus on key priorities. We will continue to put in place the best policies and employment practices to make the OPS an innovative, integrated and inclusive place to work.

Public Service Commission Members Chart

(As of March 11, 2016)



OPS Enterprise HR Community


Secretary of the Cabinet
Executive Development Committee
Public Service Commission
Treasury Board Secretariat
Ministry of Government and Consumer Services
Bargaining and Compensation
Ontario Shared Services
OPS Diversity Office
Chief Administrative Officers
HR Policy and Planning Branch
Labour Relations Secretariat
Employee Relations Division
Centre for Leadership and Learning
Pay and Benefits Services Division
HR Service Delivery Division
Strategic Business Units (17)
Total Compensation Strategy Branch
Centre for Employee Relations
Negotiations Branch
Labour Relations Policy and Strategic Initiatives Branch
Corporate Leadership and Learning Branch
Executive Programs and Services Branch
Talent Management Branch
Pay and Benefits Support Branch
Pay and Benefits Operations Branch
Pay and Benefits Business Solutions Branch
HR Program Management Branch
Centre for Employee Health, Safety and Wellness
Transformation Consulting Services Branch
Job Evaluation Initiatives Branch
HR Advisory & Recruitment Services: Land, Resources & Learning
HR Advisory & Recruitment Services: Central Agencies and Health Services
HR Advisory & Recruitment Services: Labour, Transportation and Child and Youth Services
HR Advisory & Recruitment Services: Justice and Economic Development

Treasury Board Secretariat

Bargaining and Compensation

HR Policy and Planning Branch
Develops enterprise-wide non-compensation HR directives, policies and strategies; develops workforce analytic tools, reports, workforce planning solutions and program services. Implements the *Public Service of Ontario Act*, 2006 and its regulations. Provides advice and support to the OPS HR service delivery community, to ensure program services align with HR-related legislation, directives and policies.

Labour Relations Secretariat
Tracks trends and best practices, providing advice and developing strategies to inform government decision-making related to broader public sector collective bargaining.

Employee Relations Division

Negotiations Branch
Provides leadership in all aspects of OPS collective bargaining acting as the Employer and ongoing support to the labour relations (LR) and HR communities throughout all stages of the collective bargaining cycle. Key responsibilities on behalf of the Crown include negotiating collective agreements; providing support during collective agreement implementation and developing strategies to respond to grievances/disputes that impact collective bargaining; and managing four separate judicial remuneration commissions (Provincial Judges, Deputy Judges, Justices of the Peace, Case Management Masters).

Centre for Employee Relations
Develops and maintains enterprise-wide employee and labour relations with a focus on workplace labour relations to support ministry business activities. Key responsibilities include ensuring a consistent, coordinated one-Employer approach to the interpretation of employment case law and collective agreements; implementing the terms of collective agreements by working with HR partners, OSS and bargaining agents to develop interpretations, templates and tools; administering collective agreements through ongoing advice to managers and administration of grievances at various boards and tribunals; tracking and reporting on grievance metrics; leading a targeted performance management initiative to address significant performance issues.

Total Compensation Strategy Branch
Delivers policy advice on all aspects of compensation, including pensions, benefits, and pay, and leads initiatives regarding executive compensation arrangements in the broader public

sector. Manages relationships with external compensation stakeholders such as pension plan administrators and insured benefit carriers, as well as insurance appeals committees.

Labour Relations Policy and Strategic Initiatives Branch
Provides strategic policy and planning leadership and advice; implements long-term labour relations policies and strategies; and facilitates issues resolution through consultation with stakeholders and promotion of enterprise-wide strategies and initiatives. Key responsibilities include leadership on corporate labour relations initiatives; leading consultations, developing bargaining mandates and proposals; and leading the contingency planning process.

Centre for Leadership and Learning

Corporate Leadership and Learning Branch
Creates conditions for the best employee experience to improve organizational performance in the OPS. Fosters an enterprise-wide leadership and management culture and provides corporate training programs for employees. Helps to drive leadership capacity. Implements strategies to attract, recruit, and retain youth and new professionals across the public service.

Executive Programs and Services Branch
Develops, implements, and provides advice to ministries on a wide range of senior management HR programs and initiatives (e.g. executive recruitment and talent management). Provides advice and secretariat services to the Executive Development Committee and the Public Service Commission.

Talent Management Branch
Provides services for leader-managers, professionals, and staff in ministries across the province.

Ministry of Government and Consumer Services

Ontario Shared Services

HR Service Delivery Division

Human Resources Advisory & Recruitment Services
Delivers HR advisory and recruitment services to OPS directors and managers; including organization and job design, position management, employment transition, talent attraction and recruitment, performance management, organizational culture and ethics.

Job Evaluation Initiatives Branch
Provides enterprise job evaluation advice and services for positions in executive, non-bargaining and bargaining classifications. Leads initiatives to modernize job evaluation systems and related business processes and tools.

Transformation Consulting Services Branch
Provides consulting services, advice and support to deputy ministers and executive leads undertaking large-scale organization transformation initiatives; develops organizational transformation capacity across the OPS.

HR Program Management Branch
Provides strategy and program planning, development and business solutions management for HR advisory and recruitment functions. Promotes HR capability corporately and divisionally; manages enterprise summer employment, employment security screening, job security and employment transition, and HR communications programs and services.

Centre for Employee Health, Safety & Wellness
Develops and delivers programs and services that promote health, safety and wellness of OPS employees including occupational health and safety services; disability support services including Workplace Safety and Insurance Board (WSIB) claims and payments; employment accommodation and attendance management; and, workplace discrimination and harassment prevention. Facilitates compliance with legislation, policies and best practices as well as fosters collaborative relationships between managers and employees (and representatives) by promoting a positive and respectful work environment.

Pay and Benefits Services Division

Pay and Benefits Operations Branch
Provides full-cycle payroll and benefits processing for all OPS employees. Delivers bi-weekly payroll services totaling $5.6 billion annually and provides pension and benefits enrollment and advice on benefits coverage. Processes hires, exits, temporary assignments and leaves of absence in addition to self-service functionality to record and approve time and attendance.

Pay and Benefits Support Branch
Supports the operations branch by managing the Workforce Information System (WIN) payroll and benefits production cycles. Implements legislated and policy system changes for all WIN modules. Provides payroll business support, identifies and documents system change requirements; develops business processes, procedures and tools; conducts systems user-acceptance testing; and monitors data quality. Administers the financial controls for the OPS Pay and Benefits program including accounts reconciliation, remittances to third parties, general ledger validation and benefits and expense forecasting.

Pay and Benefits Business Solutions Branch
Provides leadership for strategic and change initiatives through project and portfolio management practices. Leads the design and development of system and process changes as well as divisional strategic and continuous improvement initiatives. Delivers training, communications, and WIN security oversight.

OPS Diversity Office

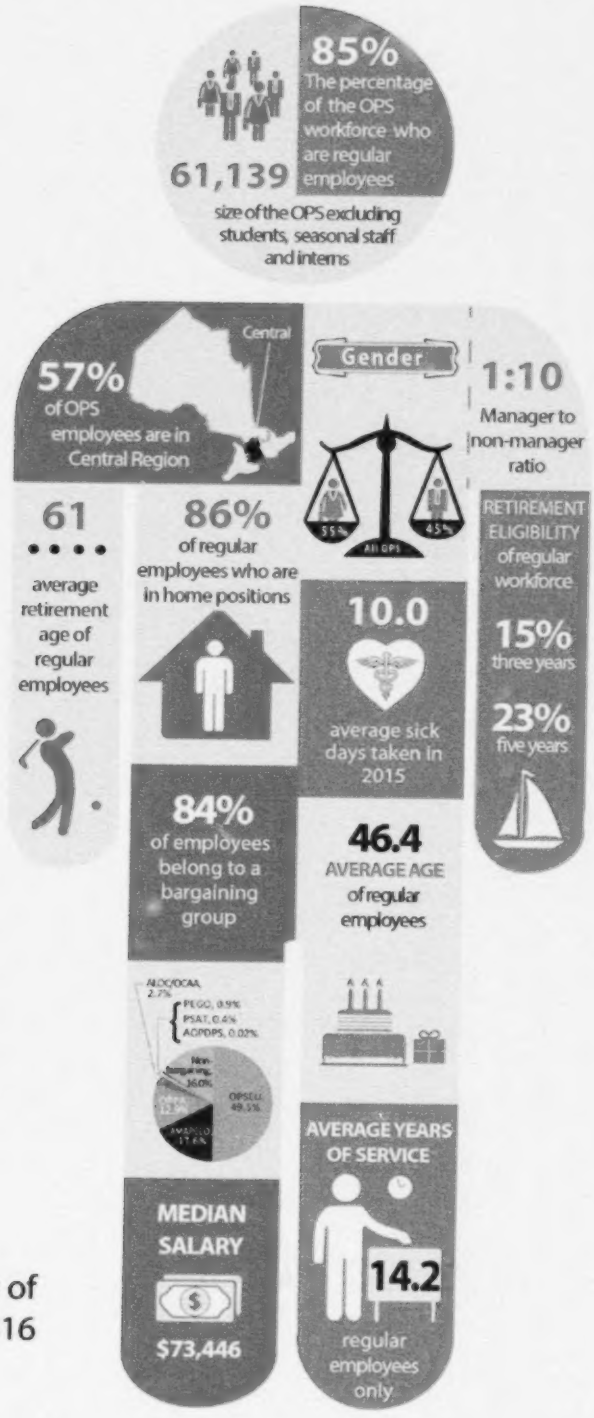
Coordinates the development of enterprise strategies and creates programs and tools to facilitate and promote a diverse, inclusive and accessible OPS. In line with its goal to further embed inclusion into the organization (at corporate, ministry and individual levels), the Office emphasizes working with enterprise and ministry partners on broadening and strengthening accountability; provides core tools to advance culture change and support ministries in embedding inclusion and accessibility in all policies, processes, and services; supports capacity building through transfer of expertise; and provides planning and reporting frameworks.

Ministry Strategic Business Units

17 ministry-based branches provide strategic, ministry-specific HR advice to senior executives (deputy ministers, assistant deputy ministers) consistent with enterprise policies and best practices. They maintain a dual reporting to the Assistant Deputy Minister of the HR Service Delivery Division, OSS, Ministry of Government and Consumer Services, and consult with corporate HR partners (e.g., HR service delivery, pay and benefits, bargaining and compensation, leadership and learning) to provide informed advice to executives. They provide strategic advice to build ministry's capacity to deliver on mandate commitments through:

- organization design
- workforce planning and (in some instances) position management
- organizational capacity (talent and succession management)
- labour relations
- health and safety
- employee engagement

OPS Workforce Facts



Data as of
March 31, 2016

Figure A: Workforce Breakdown by Gender

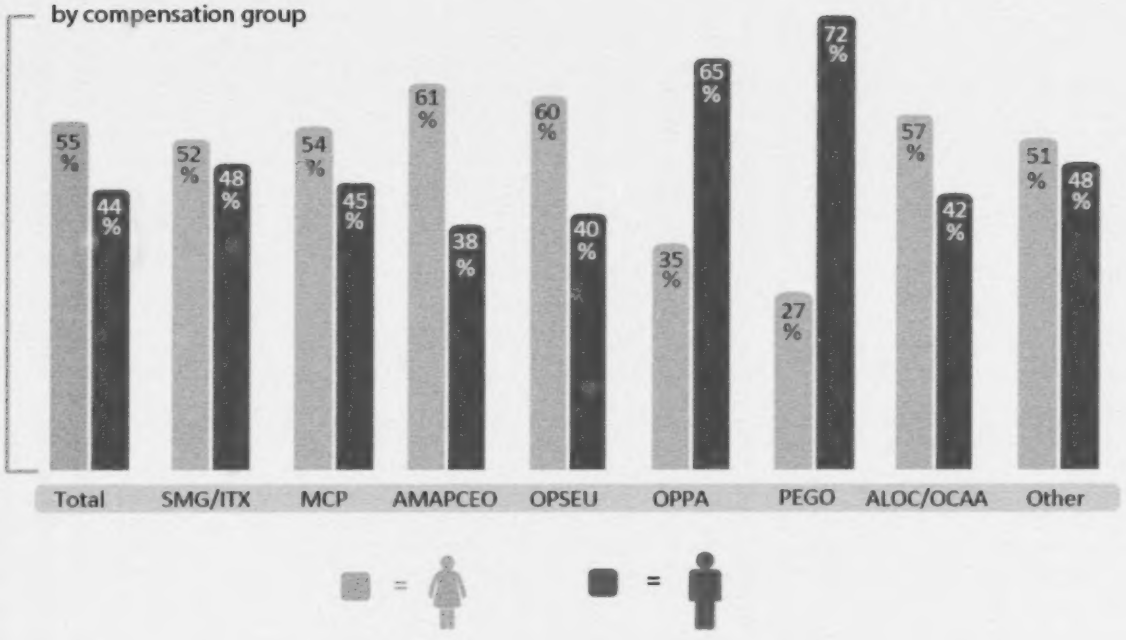
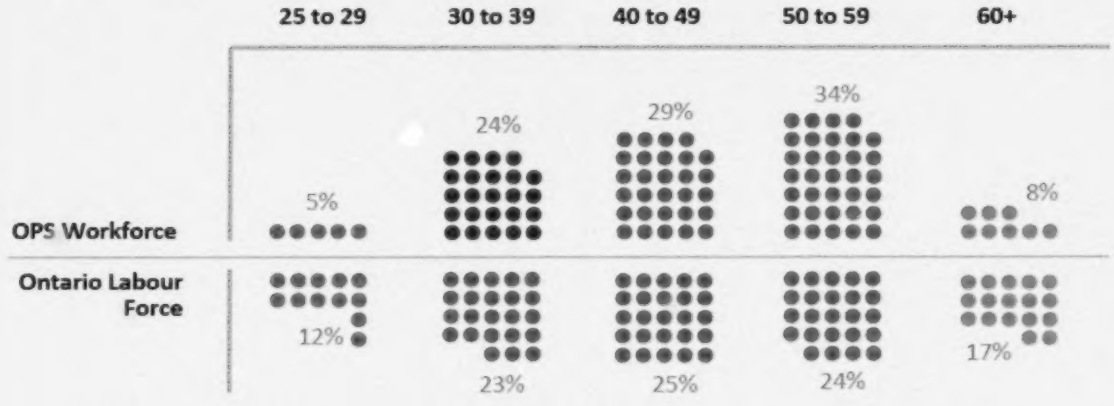


Figure B: Age profile of the Ontario Labour Force and OPS Workforce



Published by

Treasury Board Secretariat
Government of Ontario
2016